

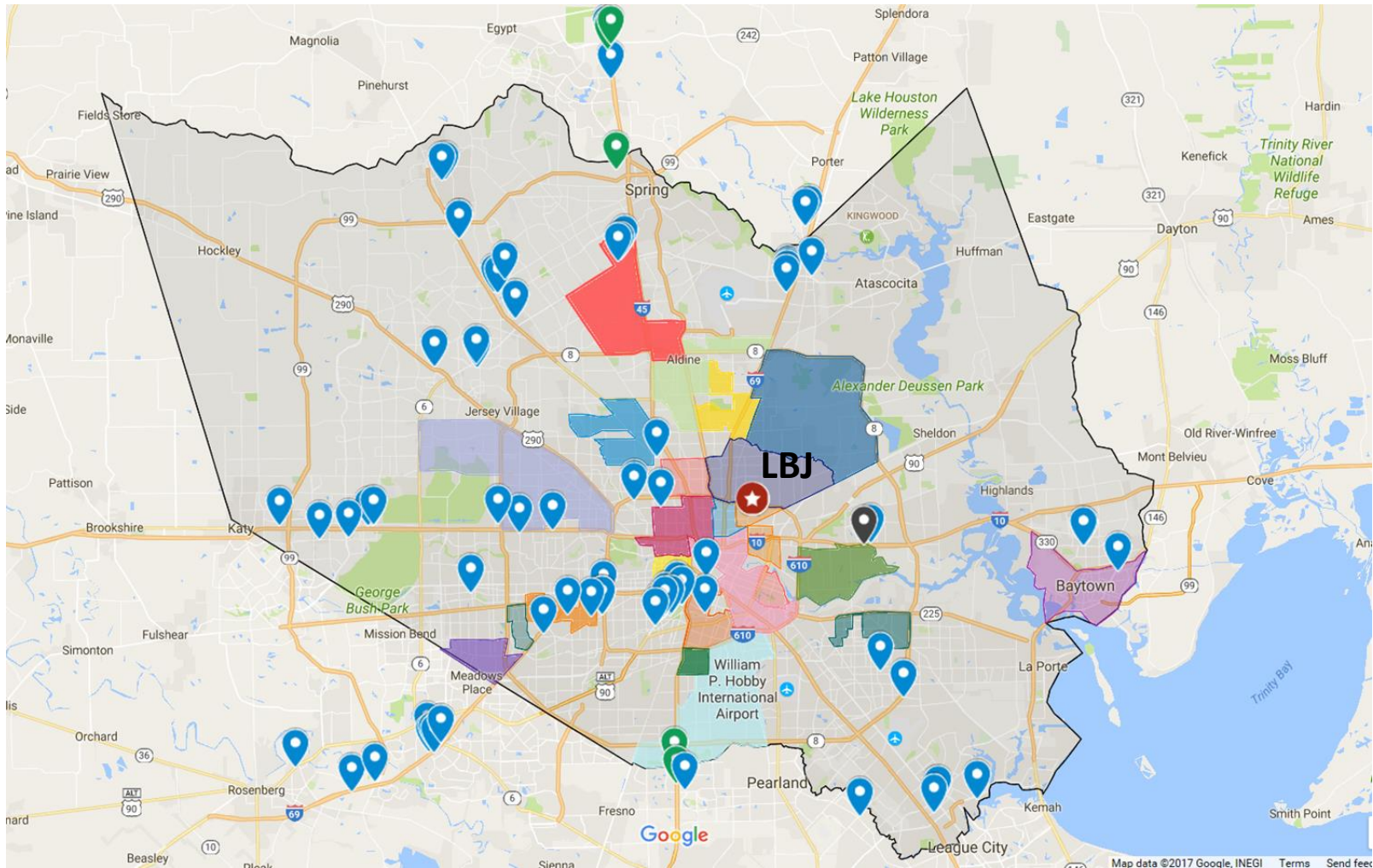


A little rain fell: Lessons learned from Harvey

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HARRISHEALTH
SYSTEM

Who we are: Location of LBJ vs other hospitals



Established Hospitals



**New or Under Construction
Hospitals**



Closed Hospitals

Who we serve: Caring for the working poor



Patient demographics

Hispanic = 59.6%
Black = 24.9%
Caucasian = 8.3%
Asian = 4.8%
Native American = 0.02%
Other = 2.1%

Majority of patients at or below federal poverty limit

2017 Federal Poverty Limit: \$24,600

(For a family of four)

- Minimum wage: \$7.25/hour
- Annual full-time employment: \$15,080/year

Harris Health System provided \$648.7 million in charity care in fiscal year 2016.

Our team: Motivated to pay it forward

- We pay in the 50% percentile
- 90% of employees live outside our service area
- 43% of nurses have 5 or less years of experience
- Nearly all of our employees drive past about 6 hospitals on their way to LBJ
- LBJ employees have a mission to serve



Harvey: A heroic response to a historic storm



LBJ's Harvey response: By the numbers

- **546 EC visits** during the storm
- **1,065 in-patient days**
- **600+ LBJ employees** were on our ride-out team
- **180+ evacuees** were dropped off at the hospital during the storm. (They were provided food and shelter.)
- **14,000+ meals** provided during storm
- **250+ managed leaks** were recorded during the hurricane and moisture issues developed after the storm.
- **6 feet of water to area roads** that surrounded the hospital
- **12+ patient transfers from/to LBJ via U.S. Coast Guard helicopter** (without the aid of a helipad)
- **24 babies were born** at LBJ during the hurricane
- **1 Airdrop** of breast milk
- **123 dialysis procedures**
- **17 surgeries** performed
- **1st emergency brain surgery** performed in hospital history
- **7 dogs and 1 cat**
- **133 beds lost** to moisture
- **Dozens of surgeries delayed**
- **50 % of OB volume** shifted to Ben Taub
- **100+ patients transferred** to other facilities in last two weeks
- **1 Med-Surg Unit Opened** at Ben Taub
- **0 equipment lost**

Lessons learned: Trust your training



- Choose your team wisely (600 for ride out)
- Make a decision once
- Don't second guess
- There's talking time and there's walking time
- Simplify the mission
- "Keep it safe so everyone goes home."

Lessons learned: Communicate early and often

HARRISHEALTH SYSTEM LBJ HOSPITAL

Parking, rumor control and more



Roads surrounding LBJ remain impassable. Intersections around LBJ have up to six feet of water. No employee should try to come to LBJ. We will provide regular updates about road conditions. If any employee has a question about their work assignment, they should contact their manager.

If you are parked on a sidewalk or fire lane, you must move your car. We understand that you are concerned about your vehicles. However, for the safety of all employees, staff cannot remove cars from the parking lot.

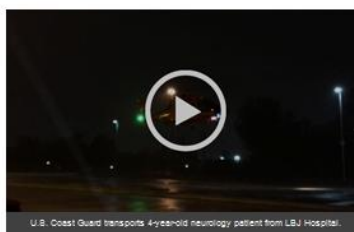
Also, if you have moved your car to the sidewalk or a fire lane, you must move your car back to the parking lot. You cannot block emergency exits with your vehicle.

Rumor control

Internal communications and incident command are the only official information sources. Check your emails and call the emergency hotline for official reports.

HARRISHEALTH SYSTEM LBJ HOSPITAL

LBJ Hospital: We save lives



I have never been more humbled by a group, more proud to be a part of, and never have I been so honored to call anyone my colleagues and my team.

I am not exaggerating when I say that I love you all. I mean that not from the bottom of my heart, that is far too small. This is much deeper. This experience has created



Communications channels used:

- Email
- Employee hotline
- Digital signage
- Newsletters
- And more



Lessons learned: Employee listening

What are your employees saying about you on social media?



Rene Fenner

August 27 at 12:27pm · Houston · 🌐

Update from the emergency room at LBJ General Hospital: the ER itself is pretty empty, just a few sick patients, a few flood injuries, and some kids who were hypothermic, but flood refugees are being dropped off in dump trucks by EMS, drenched and in life jackets. We're sheltering them in classrooms connected to the hospital, putting them in dry clothes, and the cafeteria has knocked it out of the park preparing food for them. Several hospitals in Houston have had to evacuate their ERs bc they're on the bottom floor and flooding, but thankfully we are fine so far. We have one full staff for days and one for nights. We're going on on day 3 and we're riding this out until the water subsides, so exhaustion is going to hit hard pretty soon. Thankful for incredible hospital management who prepared ahead for this mess and employees who work their butts off and keep me entertained! I love my job.

👍❤️😱 102

18 Comments 1 Share

👍 Like 💬 Comment ➦ Share



John Riggs was 🙏 feeling blessed with Irene Aga and 5 others
at LBJ General Hospital.

August 29 at 10:10pm · Houston · 🌐

After waiting impatiently for days to get to my friends at LBJ hospital I finally made it. The docs on my team worked Sat - Tuesday noon. The nurses and staff have been here since Friday and won't leave until maybe tomorrow. Through this terrifying storm LBJ General Hospital has been an island of refuge in NE Houston. Houston doesn't realize that this hospital is such a vital sanctuary for a neglected community. Thank you to all my peers who make this place the light on the hill for so many.
"You are the light of the world. A town built on a hill cannot be hidden."



LBJ General Hospital

Hospital · Houston
77,405 people checked in here

Save

👍❤️ 190

14 Comments 2 Shares

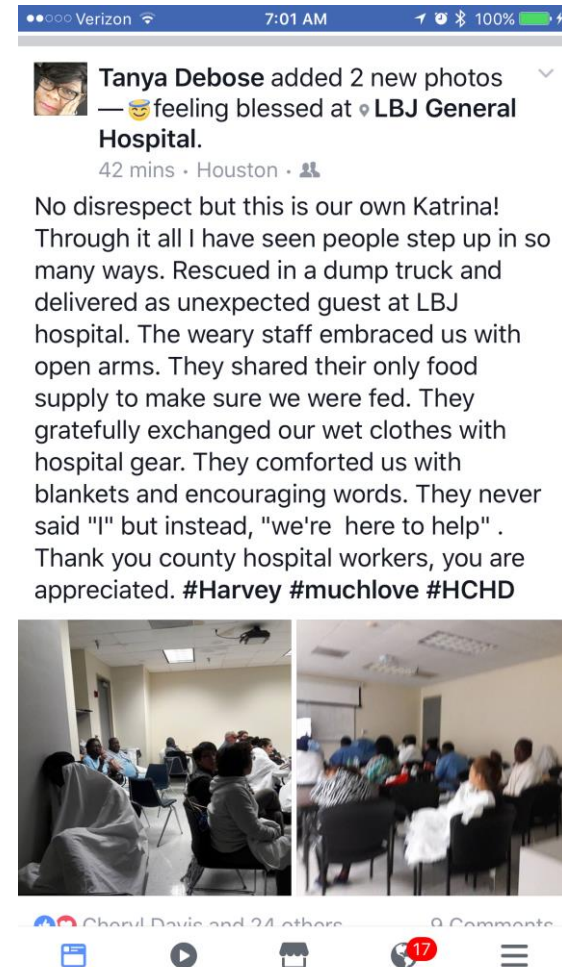
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Lessons learned: When crisis hits, you're no longer just the hospital

180 evacuees sought shelter at LBJ



During a crisis, trusted community institutions become the answer to every community problem.



Lessons learned: Awareness



- Managing staff expectations for a five-day ride experience
- Staff can be heroes and victims
- Managing burnout and fatigue during and after the disaster

Lessons learned: Humor opens doors



Lessons learned: Empathy is essential

“PEOPLE DON’T CARE
HOW MUCH YOU KNOW
UNTIL THEY KNOW
HOW MUCH YOU CARE”



Lessons learned: Give them a break!



- Recreation
- Bingo
- Zumba
- Prayer services
- Down time

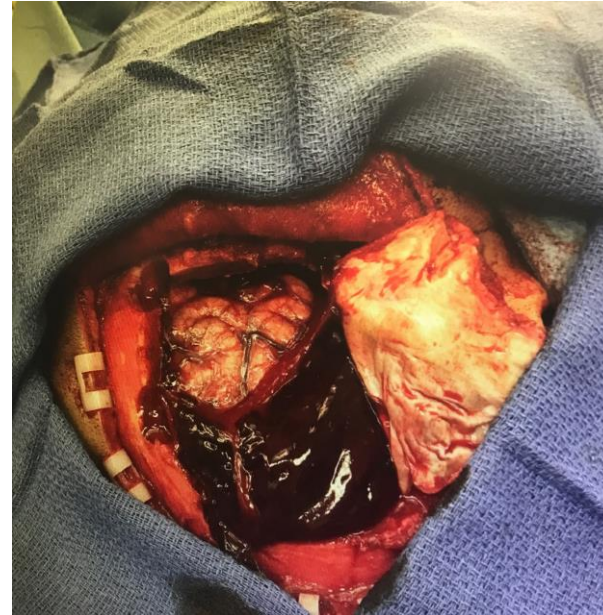
Lessons learned: Agility



- No idea is crazy in a crisis
- Outside life experience matters
- Be open-minded
- Try everything
- Failure is OK, just don't quit

Lessons learned: Hire the right people and get out of the way

LBJ performs first emergency brain surgery during Hurricane Harvey



Prepare to be amazed.

Local and State

- Improved communications with emergency response teams
 - Emergency Operations Center online request form was routing to the state, rather than the local office
 - This delayed receipt of our request for resources
- Communications vectors with air resources both federal and local
- There will always be a need for more shelters

LBJ Hospital

- High-water truck
- Boat
- Helipad
- Better drainage on surrounding roads

Final thoughts



<https://www.youtube.com/watch?v=l0VXyjCXs78>